TSAWWASSEN FIRST NATION

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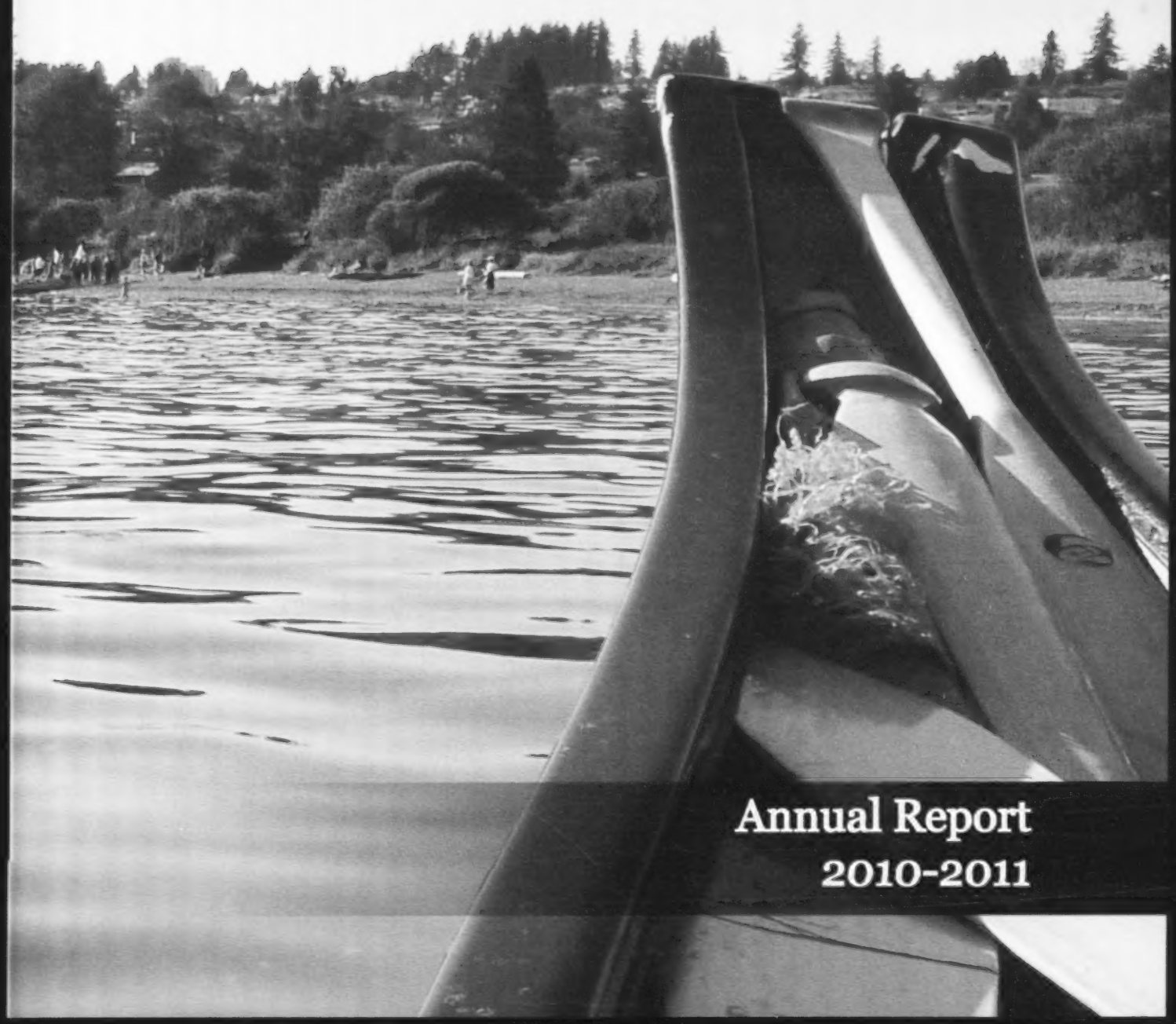
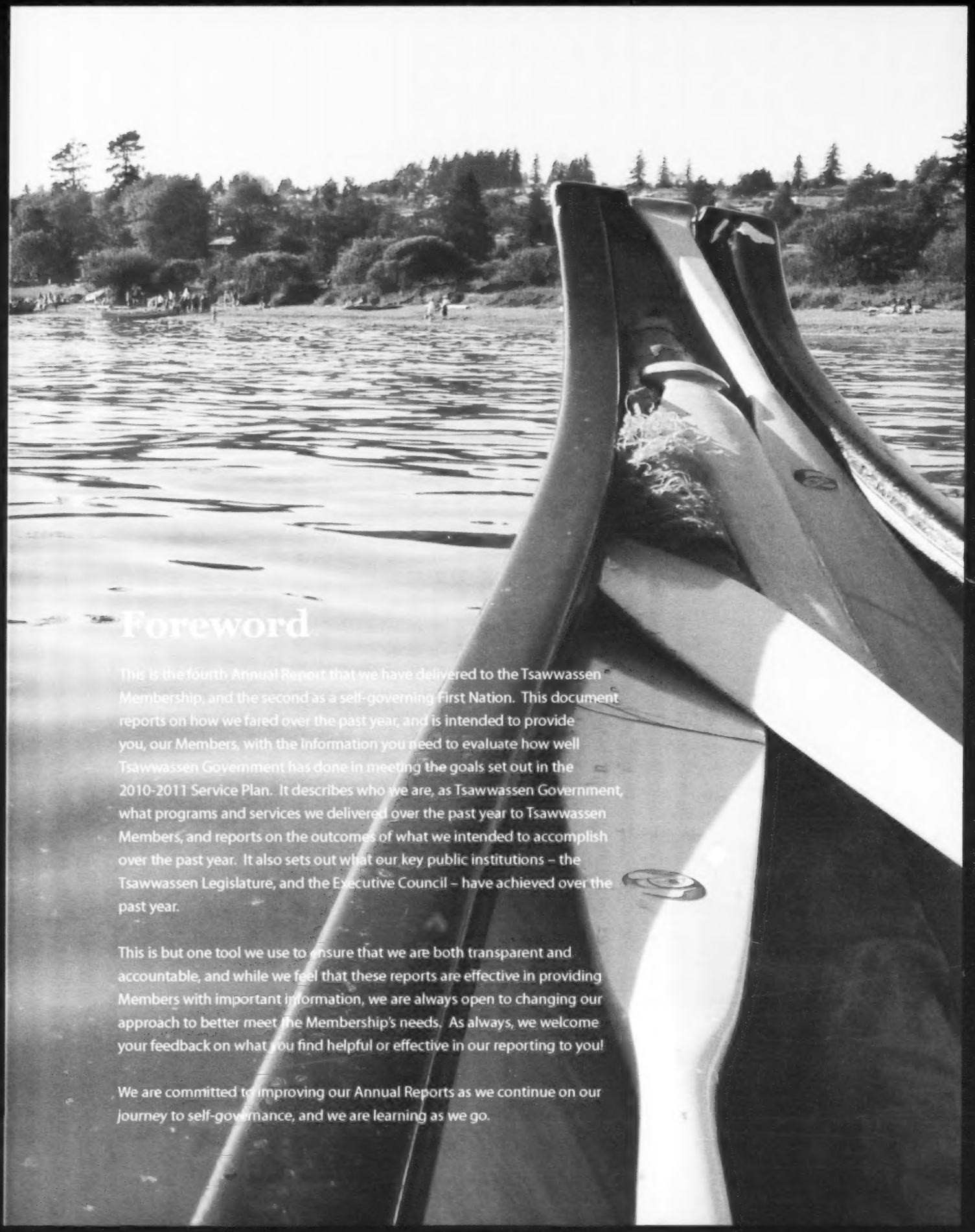


Annual Report 2010-2011



Foreword

This is the fourth Annual Report that we have delivered to the Tsawwassen Membership, and the second as a self-governing First Nation. This document reports on how we fared over the past year, and is intended to provide you, our Members, with the information you need to evaluate how well Tsawwassen Government has done in meeting the goals set out in the 2010-2011 Service Plan. It describes who we are, as Tsawwassen Government, what programs and services we delivered over the past year to Tsawwassen Members, and reports on the outcomes of what we intended to accomplish over the past year. It also sets out what our key public institutions – the Tsawwassen Legislature, and the Executive Council – have achieved over the past year.

This is but one tool we use to ensure that we are both transparent and accountable, and while we feel that these reports are effective in providing Members with important information, we are always open to changing our approach to better meet the Membership's needs. As always, we welcome your feedback on what you find helpful or effective in our reporting to you!

We are committed to improving our Annual Reports as we continue on our journey to self-governance, and we are learning as we go.

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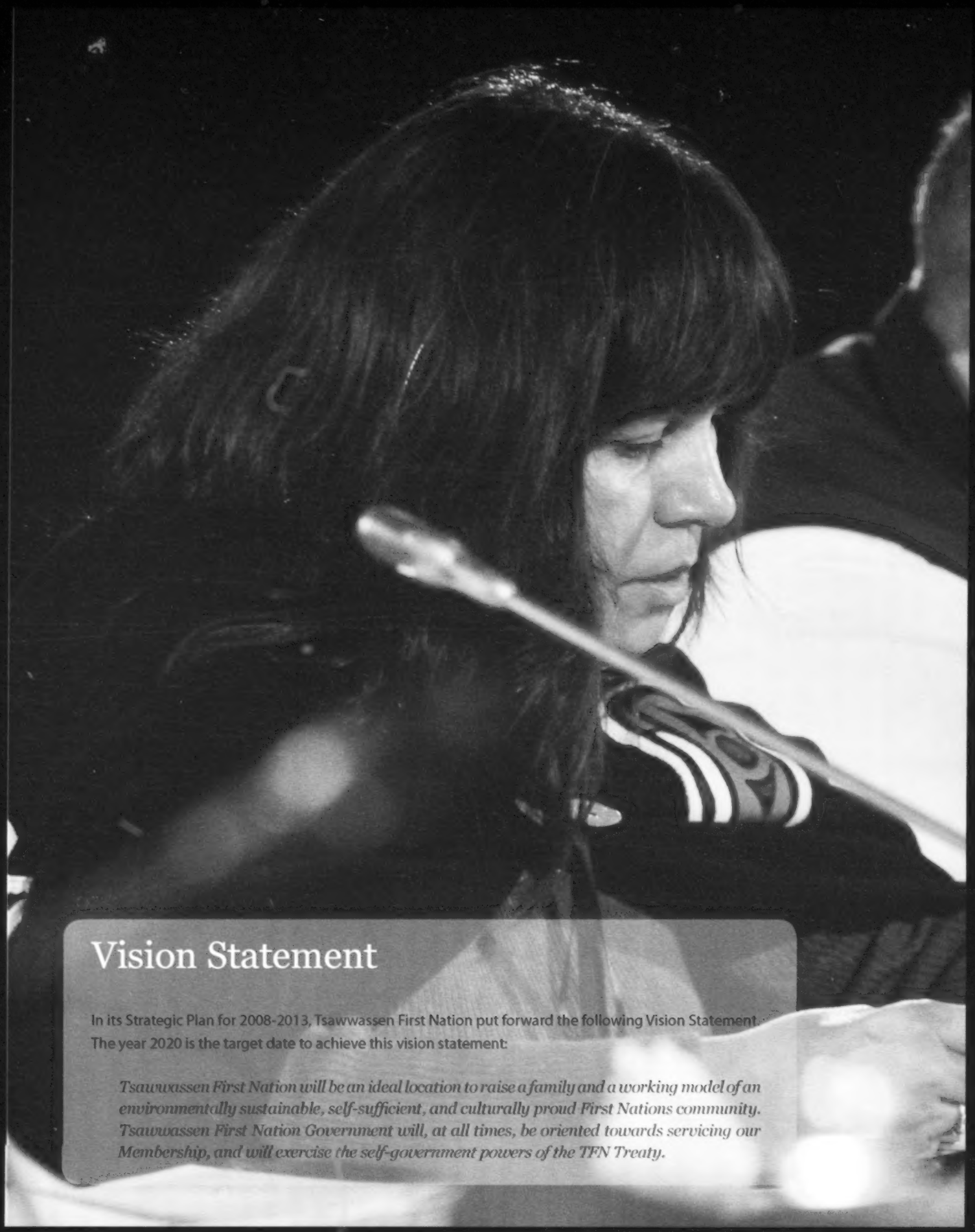
The Tsawwassen Legislature and guest speakers at the opening of the November 2nd, 2010 Legislative Session.

Front Row (L to R): Elder Ruth Adams, Richmond East MLA Linda Reid, Kathy Genge, Chief Kim Baird, B.C. Lt. Gov the Hon. Steven Point, Loretta Williams, B.C. Minister of Aboriginal Affairs and Reconciliation Barry Penner, Louise Ahlm, Andrew Bak, BC Treaty Commission Chief Commissioner Sophie Pierre, Ken Baird.

Back Row (L to R): Nikki Jacobs, Laura Cassidy, Andrea Jacobs, Bryce Williams, Tony Jacobs, Marvin Joe, South Delta MLA Vicki Huntington, Sheila Williams, Corporation of Delta Mayor Lois Jackson.



Vision Statement

In its Strategic Plan for 2008-2013, Tsawwassen First Nation put forward the following Vision Statement. The year 2020 is the target date to achieve this vision statement:

Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient, and culturally proud First Nations community. Tsawwassen First Nation Government will, at all times, be oriented towards servicing our Membership, and will exercise the self-government powers of the TFN Treaty.

Message from the Executive Council

The second year under the Treaty was a big year for us. We kicked off the year with a great celebration – the first anniversary of the Treaty. While the year began with a great celebration, this past year was very busy as we continued on our self-government journey. Through this journey, we feel that we are both witnessing and fostering the development of a new culture of governance here at Tsawwassen – where we are-establishing the accountability link for our Members, and supplanting the broken accountability structure resulting from the *Indian Act* (Canada).

Over the course of this year, we have been implementing new processes, testing new ways of doing things, and seeing whether our laws really work. Importantly, we have seen the evolution of those new governance processes. The true value of self-governance lies in the ability to make our own decisions in response to our own needs. Seeing our Legislature in action, discussing and debating the annual budget, setting the priorities for our Nation, captures what we worked so hard for. One simple example of this is in how, with the freedom provided by our self-governing structures, we as a Government were able to review our budgets mid-way through the year, and increase the Christmas distribution from $200 to $500.

It is important to stress, though, that despite having made progress, we still have a ways to go, and are committed to getting there. We try and recognize where there are gaps or weaknesses, and address them as fast as possible, but we know that sometimes we cannot make all our Members happy. These first years under the Treaty have focused on ensuring that our governing frameworks are up and running, and that our economic development activities are on the right track, which, in time will lead to significant economic benefits, and enable us to achieve our vision. The work of stabilizing our institutions is an important first step, as it makes all else possible. Now, having made significant progress in these areas, we look forward to the coming years where we will be focusing on the programs and services we deliver, making them more responsive to our needs with the aim of making Tsawwassen the best place to live and raise a family.

We know that ultimately, our job is to provide you, our Members, with better programs, services, and other benefits. It will take time, and requires patience. But this year has made us believe all the more that the path we are on is the right one; that the Treaty will lead to positive changes for everyone. We look forward to more and more achievements as we continue to implement our vision in the coming years.

We would like to take this opportunity to thank the Tsawwassen community for their continued support over the past year – particularly all of those Members that have participated in all the various community activities, institutions and Committees – your support and involvement helps us improve the work we do. This Treaty journey is the community's journey.

We have much to be proud of as we move forward; we have confidence in our vision and have a dedicated and committed Community and staff ready to address all upcoming challenges. We know that with the support and input of the Community, we will continue to prosper as we continue to move forward into the era of self-governance.

Content of the Report

The Annual Report is broken out into four different sections – a Report from our governing institutions (Legislature, Executive Council, Chief, Advisory Council, and other Committees); a Report on Risk Management; a Service Plan Report; and a Financial Report.

This year's Annual Report does not include a report from the Tsawwassen First Nation Economic Development Corporation (TEDC). TEDC was also not involved in the development of the Service Plan. They provide their plans, and report on their progress and achievements, separately from the activities of Tsawwassen Government. Look for their plans and reports as they proceed with building a revenue base to benefit all of us!

Relationship to Service Plan

One key purpose of this report is to provide Tsawwassen Members with an evaluation of the 2010-2011 Service Plan, which guided the actions of the Tsawwassen Government over the past year. Departments constructed their annual budget based on the estimated cost of delivering on both the specific objectives they had set out in the Service Plan, and the delivery of existing programs and services.

The intent of this reporting structure is to improve the accountability to the Membership, and the current structure to provide accountability is by reporting on the outcomes of specific strategies that have been outlined in the Service Plan.

Service Plan 2010-2011:
Sets out what we planned to do over the last year

Annual Report 2010-2011:
Sets out what we did, and how well we did over the last year

Governing Institutions Report

The Tsawwassen Legislature, Executive Council, Chief, and Judicial Council are all named in the Tsawwassen Constitution. The activities of each of these bodies are outlined below. In addition, Tsawwassen Legislation or regulation requires the establishment of various other bodies and committees. Their activities are also briefly described.

Tsawwassen Legislature Report

The Tsawwassen Legislature is the highest body of Tsawwassen Government. It consists of 12 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 13 Members. The duties of the Legislature are to discuss and make laws, which form the fundamental organizing principles and expressions of Tsawwassen Government. As part of that function, they discuss and pass an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The first formal Tsawwassen Legislature was elected in a general election held on September 17th, 2009. The Members of the first elected Tsawwassen Legislature are: Tony Jacobs, Louise Ahlm, Nikki Jacobs, Andrea Jacobs, Marvin Joe, Kim Baird (as Chief, who was elected separately), Bryce Williams, Laura Cassidy, Kathy Genge, Andrew Bak, Sheila Williams, Loretta Williams, and Ken Baird. The Legislature is currently in the second year of a three-year term.

The Legislature had a busy year, sitting on three occasions during the 2010-2011 fiscal year. The following section outlines the highlights from each session.

First Session – National Aboriginal Day, June 21st, 2010

Session Highlights

- Guest speaker George Abbott, the then Minister of Aboriginal Affairs and Reconciliation attended and addressed the Legislature.
- The *Land Amendment Act*, 2010, was introduced for consideration. Proposed amendments were technical in nature, and the Legislature directed staff to hold a community meeting prior to re-introducing a formal Bill for consideration at the next session.
- Session was followed by a groundbreaking ceremony for works on the Industrial Lands – a $9 million dollar project that was funded by TFN, the Government of Canada, and the Government of British Columbia under the Canada Economic Action Plan.

Second Session – November 2nd to 16th, 2010

Session Highlights

- The opening and closing weeks of the Legislative session were, for the first time ever, held at the Tsawwassen Longhouse, the traditional centre of governance in Tsawwassen culture. The setting and symbolism was a powerful indication of self-government at work.
- Lieutenant Governor Steven Point addressed the Legislature with a passionate speech, praising the courage of the Tsawwassen people for taking on self-government in the modern world. The BC Treaty Process Chief Commissioner Sophie Pierre, BC Aboriginal Relations and Reconciliation Minister Barry Penner, Richmond-East MLA

"It is not a new government, for the Tsawwassen people have always been self-determining, you are only putting on the robes of your Treaty and you are taking off the shackles of the Indian Act."

-- The Honourable Steven L. Point --
Xwë lī qwël tël
Lieutenant Governor of British Columbia

Linda Reid, Delta South MLA Vicki Huntington, and Corporation of Delta Mayor Lois Jackson also spoke on the opening night and spoke highly of Tsawwassen's accomplishments. The Legislature put forward a motion, introduced as a commitment by MLA Huntington, to change the name of the provincial riding to Delta South – TFN. Herb George (Satsan), the President of the National Centre for First Nations Governance, was an honoured guest at the second meeting, and spoke to the significance of what Tsawwassen had accomplished in concluding its Treaty.

- Discussed and passed the *Land Amendment Act*, 2010, which made a number of minor amendments intended to clarify the existing policy intent.
- Heard a report from Executive Council indicating that the 2009-2010 Budget was amended to allow for expenditures for an employment coordinator position with VanASEP (fully funded by VanASEP), and for road works on the 41B Overpass (to be fully funded by the Ministry of Transportation).
- Discussed the following reports, which were initially called for by the Legislature during the spring 2010 session:
  - **Membership Benefits** – a report that set out the distinctions between status and non-status, Members and non-Members, and identifies the services and programming delivered by the Tsawwassen Government that are available to each distinct group,
  - ***Membership Act*** – a report that identified Membership eligibility criteria and the conditions under which Membership may be relinquished or revoked.
  - **Fees to Members** – a report that outlined all fees for services that are being charged to Members, and acknowledged that the Offsite Levy fee would no longer apply to the community zone along Tsawwassen Drive.
  - **Community Safety Strategy** – a high level report that identified a three-pronged approach to reducing drug activity on Tsawwassen Lands, which includes options for new enforcement tools and new supports for Members trying to overcome addictions.

Third Session – February 15th to March 15th, 2011

Session Highlights

- The opening and closing weeks of the session were held at the Tsawwassen Longhouse.
- The budget was discussed in great detail, and was passed on March 7th. Highlights include a provision to purchase parcels of the Brunswick Point Lands (lands we have rights of refusal over), which are expected to become available

by March, 2012. This is very exciting, as we are adding to our treaty land base. There was also a significant increase in funding for post-secondary education – a direct response to the unprecedented demand we witnessed last year.

- The Legislature discussed and passed the *Education, Health, and Social Development Amendment Act*, 2011, which made an amendment to permit the Executive Council to extend funding for school supplies, and youth grants to all Members of school age resident in Canada.
- The Neighbourhood Concept Plan is a document that was developed with planning consultants Jorden Cook and Associates, in concert with the Membership. There were many consultation meetings with the community, including family meetings. There was also a public open house attended by people from Delta and surrounding neighbourhoods. The Plan, is comprehensive, and provides a detailed framework of how the TFSI lands will develop.
- A 10-year Financial Management Model was reviewed, which sets out revenue and spending projections over the next 10 years.
- A number of resolutions were introduced by individual Legislators themselves. These were discussed and ultimately passed by the Legislature. They include:
    - A request to review the TFN Economic Development Corporation's (TEDC shareholder's letter of expectations – which sets out the expectations that the shareholder has of TEDC. These expectations will be reviewed to ensure that the goals continue to be aligned.
    - A request that physical activity grant initiatives for adults be explored over the next fiscal year.
    - A statement that the terms "Indian", "Band", and "Reserve" are offensive when used to describe TFN and no longer politically correct in the Treaty context, and that the TFN administration should examine ways of eliminating its usage from official dialogue.

Executive Council Report

The Executive Council is made up of the Members who received the most votes during the general election for the Legislature, as well as the Chief. The members of the first elected Executive Council of Tsawwassen First Nation are Chief Kim Baird, Andrea Jacobs, Laura Cassidy, Marvin Joe, and Bryce Williams.

In addition to meeting regularly and working to ensure both Member and non-Member issues are resolved efficiently, Executive Council's work over the past year continued to maintain a strong focus on ensuring that Tsawwassen's new governing, legal, regulatory, and policy frameworks are functioning well, and are meeting Members' needs.

Highlights from Executive Council include consideration of the following priorities. More detail on each of these items has been provided in the Council's Corner components of the community newsletters.

- Development of a document management strategy and policy
- Amended the HR policy
- Amendment to the Offsite Levies Regulation to exempt lots on Tsawwassen Drive from levies
- Adoption of a regulation and a procedure guide to help manage access to information request in a timely fashion
- Development of the Budget for the 2011-2012 fiscal year for introduction to the Legislature
- Worked with TEDC to launch a Request for Expressions of Interest process to solicit development proposals on the Industrial Lands. Also initiated the development of a Risk Management framework to evaluate proposals, and ensure that TFN is offered good value for its lands
- Provided key direction in the negotiation of a partnership agreement with the Property Development Group, and Ivanhoe Cambridge
- Development of a Neighbourhood Concept Plan to help guide development on the residential lands
- Development of a policy to support management of the Longhouse and the Tsawwassen Canoe
- Continued participation in regional governance structures – Metro Vancouver and Translink
- Initiated a review of the Local Education Agreement
- Planning for the second Treaty Day celebrations
- Planning and delivery of the AGM
- Negotiation of a protocol agreement with Ministry of Children and Family Development (MCFD)
- Speaking with many other First Nations to provide input and information from TFN's experiences

Chief

Chief Kim Baird was acclaimed in the general election of September 2009, thereby becoming the first Chief under TFN's self-government powers. The Chief provides important strategic advice and leadership on day-to-day matters of Tsawwassen Government. She works closely with the Chief Administrative Officer to manage the affairs of TFN. In addition to those

responsibilities, the Chief currently sits as a Board Member on the Tsawwassen First Nation Economic Development Corporation. She also occupies TFN's seat at the table of the Metro Vancouver Board of Directors, and a seat on the Translink Mayor's Council. Over the past year, the Chief was also invited to speak to a number of different forums, including to the Ministry of Aboriginal Relations and Reconciliation. These roles and their accompanying responsibilities provide TFN with the vision and strategic direction to move forward, and ensure that TFN's profile in the region and abroad is enhanced and respected.

Judicial Council

The Judicial Council is responsible for many matters under Tsawwassen Law. Primary functions include hearing challenges to the validity of Tsawwassen Laws, resolving disputes between Members and elected officials, making recommendations to courts on sentencing of Members, investigating financial irregularities, and other duties assigned to it. The Judicial Council is ready to conduct hearings and act on matters arising. In the fiscal year, the Chair assisted in establishing a decision-making process in accordance with the *Conflict of Interest Act*, and the Council prepared for a hearing which was settled before the hearing date of the matter. Despite a quiet year, the existence of the Council serves a very important function – adjudication and dispute resolution within the Tsawwassen process.

Advisory Council

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval. The Advisory Council is open to all Members wishing to attend, and meets every two weeks during the fall, winter, spring, and (schedule permitting) the summer. The Advisory Council met 15 times formally, and several other times without quorum, over the past year. It discussed a number of challenging issues and advised Tsawwassen Legislature on the 2011-2012 Budget and other proposed legislative changes.

Prior to 2010, the formal Advisory Council was comprised of individual Members appointed by Executive Council. The post-Treaty Advisory Council was elected by Members who were in attendance at the 2010 AGM. The results of that election saw Merle Williams, Ruth Adams, Victoria Williams, Charlene Jacobs, John Morgan, and Nic Gurniak elected to the Advisory Council.

The Advisory Council reviewed and provided comment on critical initiatives in the reporting period, prior to their adoption by Executive Council, including the following:

- a proposed Social Housing Regulation
- a proposed Access to Information Regulation
- a proposed update to the Local Education Agreement with Delta School District
- a proposed Land Disposition Regulation
- a proposal for a Quality-of-Life Survey tool
- preparing a Terms of Reference for the Advisory Council itself
- a proposed protocol agreement with the Ministry of Child and Family Development
- a proposal by Corrections Canada for a justice initiative in the TFN community
- a proposed Community Safety Strategy to reduce crime on Tsawwassen Lands – the Advisory Council reviewed and provided comments on several iterations of this document in 2010
- proposed amendments to the *Land Act*
- an explanatory guide to programs and benefits eligibility under the Final Agreement
- a proposed fee structure for the Soils Regulation
- the Integrated Stormwater Management Plan in a presentation by Urban Systems
- a draft employment strategy for Tsawwassen First Nation
- proposed policies for longhouse and cultural management
- proposed amendments to the *Education, Health and Social Development Act*
- proposed 2011-2012 *Appropriations Act*

Other Committees and Authorities

Tsawwassen Laws, regulations, and policy establish a number of other bodies that are not formally established in the Tsawwassen Constitution. These include the following:

Consultation Committee: A group of non-members established by policy of the Executive Council. It is made up of leaseholders representing the major leasehold interests on Tsawwassen Lands. They are consulted on issues that significantly and directly impact their interests, including various regulatory structures and TFN's economic development initiatives. The Consultation Committee held 4 meetings – on a quarterly basis – in the reporting period. They discussed issues including an initiative with CMHC to seek mortgage insurance, the slope stability status of Tsawwassen Bluffs, property taxes, heritage sites, insurance requirements for Stahaken properties, TFN's economic development strategy, secondary suite permissions on Tsawwassen Beach, regulations concerning structure height on Tsawwassen Lands, the Integrated Stormwater Management Plan, and the Neighbourhood Concept Plan.

Property Tax Authority: A body required in the Tsawwassen First Nation *Property Taxation Act*, the Authority is made up of members of Executive Council and non-member ratepayers, and is responsible for approving the tax rates and expenditures in respect of residential property taxation in every tax year. It is also responsible for approving residential exemptions and grants. In 2010, the Authority approved the rate of residential property tax, the residential property tax budget, and specific exemptions for non-profit entities operating on Tsawwassen Lands.

Standing Committee on Language and Culture: Established by the Tsawwassen Legislature on the recommendation of the Chief, the Standing Committee is responsible for working with Tsawwassen Members to develop an awareness and understanding of culture and heritage, developing and recommending policies to protect and promote Tsawwassen culture, and other important duties. The Committee was quite active in this fiscal year, providing advice on several files and crafting a Strategic Plan to guide its activities.

Enrollment Committee: Established under the Final Agreement and continuing under the *Membership Act*, the Enrollment Committee is responsible for applying the eligibility criteria, based on the Act, for membership in Tsawwassen First Nation. The Enrollment Committee is established and continues to actively manage the growing and vibrant population of Tsawwassen First Nation.

Traditional Territory Boundary Commission: Established under an Act of the same name, the Commission is responsible for advising and assisting in the management of overlap and related issues arising from the Tsawwassen Final Agreement. Though many of the overlap issues have been resolved in relation to the Final Agreement, the Commission continues to be an important resource on these critical and sensitive matters.

Report on Risk Management

As a self-governing First Nation, Tsawwassen must manage its own risks in conjunction with the actions it takes under its own jurisdiction. Though the Crown remains responsible for decisions and actions taken under its watch, Tsawwassen must move forward with a strong risk management framework to ensure it continues to manage appropriately. This section sets out areas of risk and steps Tsawwassen took to address these, as identified in the 2010-2011 Service Plan.

How We Managed Risk in 2010-2011

- **Strategic Risk** - In order to minimize Strategic Risk, Tsawwassen took steps to ensure that appropriate due diligence is undertaken in advance of the making of decisions – especially decisions involving the land development. Strong legal and research analysis on major decisions is a general aspect of this category of risk management. Specifically, TFN developed a Risk Management Framework to evaluate Industrial Land Development proposals. This Framework was presented to the Legislature during the Fall Session, and was built with support from TEDC, and Partnerships BC, a BC Crown Corporation that specializes in this type of work. Executive Council also initiated work to explore TFN's ability to limit liability risks to Tsawwassen that could arise from activities on Tsawwassen Lands.
- **Investment and Borrowing Risk** – Over the past year the Tsawwassen Government managed its long-term Investment Risk in partnership with Greystone Financial Management, and within an established risk profile. Tsawwassen continued over the past year to identify low-cost borrowing alternatives, including participation in the First Nations Finance Authority (FNFA) borrowing pool – a federal institution established to provide a low-cost financing option for municipal-type infrastructure. Over the past year, staff worked with the FNFA, and the governments of Canada and BC to resolve outstanding issues to permit TFN participation in the pool.
- **Legislative and Regulatory Risk** – Tsawwassen Government manages this risk generally by ensuring that decisions – whether minor or major – are subject to a robust review process involving legal analysis where necessary to ensure compliance with applicable laws and regulations. In addition to the routine risk management, staff initiated a compliance review project in the 2010-2011 fiscal year, which will be completed in the next fiscal year. Once implemented it will test for compliance with current laws and regulations. Phase 1 of this project, undertaken in 2010-2011, saw the compilation of a consolidated list of all of Tsawwassen's statutory requirements. This will facilitate the next phase of the project, where staff will actively test for compliance.
- **Operational Risk** – This refers to the risk of loss from inadequate or failed internal processes, people or systems, or from external factors. This risk is managed, by and large, through institutionalized processes, including monthly reporting, an active Finance and Audit Committee, and the on-going development of a comprehensive human resources plan. To that end, Executive Council and the CAO undertook a review, and made amendments to the HR Policy, and initiated plans to create

an HR function and hiring process. TFN also created, and are currently reviewing, Document Management Policies and Procedures to ensure that records produced or in the possession of the Tsawwassen Government are accurately tracked, managed, and either disposed of or archived as per policy. Staff also prepared a draft Financial Management Model and Capital Plan, identifying projected costs and revenues over the next 10 years to facilitate TFN's operational planning. The Membership were consulted during the development of the draft at meetings held in Tsawwassen, Vernon, and Bellingham.

Reputation Risk – As part of TFN's general reputation risk management strategy, staff work hard to manage both internal and external risks. External risks are managed by striving for a high-degree of transparency, ensuring that all laws and regulations are posted online, and that our *Conflict of Interest Act* (Tsawwassen) is adhered to. Internal risks are managed through extensive communication and consultation with the Membership. In addition to these institutionalized strategies, Executive Council initiated the development of a Communications Strategy to ensure that TFN's external messaging is consistent, and to ensure that TFN is well positioned to respond in the media to inaccurate news reports, which if left unchecked, could harm TFN's strong reputation. Additionally, as noted above, Chief Baird spoke regularly to various audiences, including the Vancouver Board of Trade, the Ministry of Aboriginal Relations and Reconciliation, the BC Treaty Commission, the Native Nations Institute from the University of Arizona.

Service Plan Report

The Service Plan Report communicates the actions of each department in the Tsawwassen Administration. It is comprised of individual departmental reports, which compile data and information relating to the objectives that TFN set out in the 2010-2011 Service Plan. This information is intended to provide Membership with specific information respecting each department's progress towards those objectives.

TFN's departments serve a variety of client bases. All departments are responsible for service delivery to Tsawwassen Members. The Lands Department and governance-related departments are also concerned with the delivery of services to leaseholders living on Tsawwassen Lands. Some other departments are also responsible for the provision of social-type services to non-Tsawwassen Members, usually other aboriginal people, as defined in TFN's Fiscal Financing Agreement.

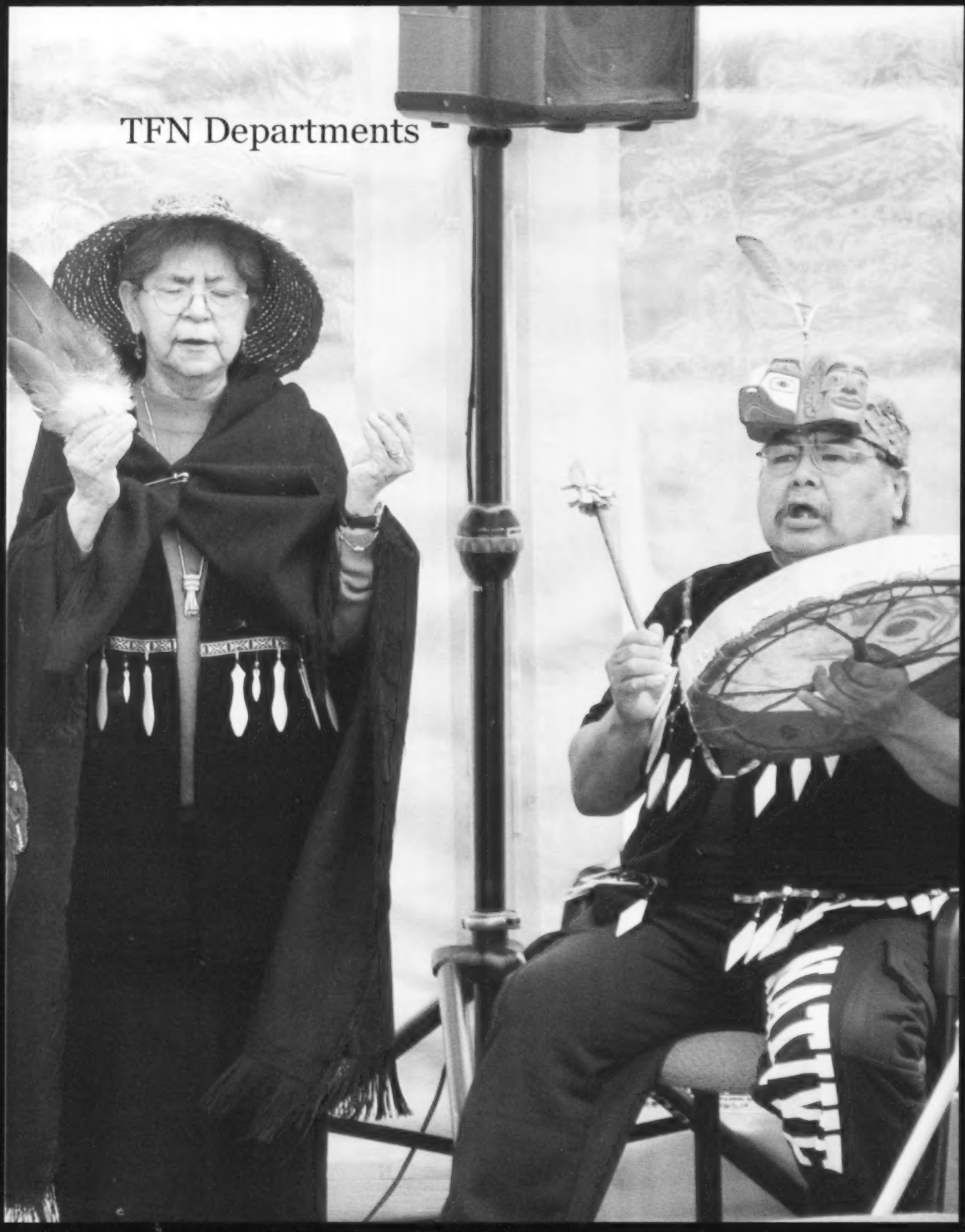
Key Terms Used in the Report

In order to provide comparability between the Service Plans and the Annual Reports, similar terms are used. The following terms and definitions were provided in the 2010-2011 Service Plan, and are also used throughout:

Objectives: Each Objective identifies what TFN is trying to achieve through its programs in the next year. They identify the purpose and what TFN government is seeking to accomplish.

Strategies: Given the time, money and people available over the year, the Strategies identify the most effective ways for a department to make progress toward its Objectives. They identify how TFN will meet the Objective.

Outcomes: Provides an update on the outcome of the strategy, and identifies whether performance targets were achieved where one had been identified in the Service Plan.



Lands and Municipal Services

The Lands and Municipal Services Department is responsible for land use, land use planning, land management, and regulation of Tsawwassen Lands. There was a transition at the Director level during this reporting period that impacted some of the objectives for this department. The main activities of the department are:

- land use planning;
- assistance with the registration of land interests;
- implementation and enforcement of land related Acts and regulations;
- issuance of permits; and
- undertaking other municipal-type land and planning functions.

Objective

Sound management of Tsawwassen lands and water interests in a socially, culturally, environmentally, and economically sustainable manner.

Strategies	Measure
Continue to train TFN staff, TEDC staff, and elected officials on the new Lands responsibilities and regulatory systems. **Target** – 4 training/information sessions per year.	INCOMPLETE – Workshop opportunities through Neighbourhood Planning were held, but fewer than 4 opportunities were provided. Planning for sustainability workshops, potentially in concert with BC Hydro, is ongoing.
Amend and implement the soils regulation to decrease soil fees and risk to TFN, while maintaining the environmental health of Tsawwassen Lands. **Target** – reduce the number of stop work orders to a maximum of 8.	ONGOING – Two stop work orders issued. Work on revamping the soils regulation had been initiated by the end of the year. Fees and costs to TFN were being examined, and consultation efforts with fill operators was ongoing.
Implement the recommendations of the Environmental Site Assessment report and the English Bluff Stability Report. **Target** – adopt the recommendations by the end of the year.	INCOMPLETE – Report has not been implemented, as staff are working through liability issues with the government of Canada.
Plan for development of increased community amenities including parks, trails, recreational facilities and conservation areas. **Target** – percentage of land used for community amenities (including the tidal marsh) is 11.5% of total land.	COMPLETE – Neighbourhood Concept Plan identified community amenity areas with both the Community Area, and the Enterprise Area (Residential TFSI holders. This is in addition to the marsh lands). This plan will ensure land sufficient to meet the target, and the provision of amenity areas.
Establish a remediation/repair program for all TFN buildings in conjunction with the Capital Plan. **Target** – adoption of a remediation/repair program.	COMPLETE – Facilities staff person is now in place, and has been tasked with managing the program.

The Public Works program is responsible for ensuring the community is a safe, clean, and hospitable place to live, and that it has appropriate and reliable infrastructure in place. The main activities of the department are:

- Operation of the sewage plant;
- Maintenance of social housing and other TFN-owned buildings;
- Public safety, road maintenance, street lighting, snow removal, garbage collection;
- Recycling;
- Grounds and lawn maintenance, including drainage ditches, fire hydrants, vehicles and other equipment; and
- Community and staff event set up, clean up and security.

Objective

A clean, safe and healthy physical environment is maintained for everyone on Tsawwassen Lands.

Strategies	Measure
Construction of a sewer connection with Delta. **Target** – completion by end of year.	COMPLETE – Construction was completed, but the hook up pending agreement with Greater Vancouver Sewage and Drainage District.
Have community Members assist Public Works staff in the clean-up of the community. **Target** – 2 clean-ups during year.	COMPLETE – Fall and spring clean-ups were held.
Plan for new office space, in line with the 5-year capital plan. **Target** – secure land and prepare budget by end of year.	ONGOING – New Village Centre site identified in neighbourhood plan, and preliminary cost is identified in the Capital Plan. Interim options (e.g. conversion of fisheries shed to office space) being examined. Land has not yet been secured.
Establish a program for the enforcement of TFN regulations, and hire an enforcement officer. **Target** – Establish baseline of calls to Police, and number of tickets issued.	ONGOING – Legal Services and Lands have been tasked to finalize enforcement model, and examine Staff/3rd party/Delta Servicing agreement requirements.
Establish a program for ongoing inspection and maintenance of community buildings. **Target** – set-up contract for inspections by end of year.	COMPLETE – Assessment of TFN owned buildings complete. Fire and alarm inspections completed in conjunction with new Facilities staff.

Natural Resources

The Natural Resources Departmental responsibilities include:

- Administering agreements with the Department of Fisheries and Oceans (DFO) including Total Allowable Catch for various species and plants;
- Planning and policy development on harvest and conservation of fish, wildlife, migratory birds and plants;
- Organizing, monitoring and enforcement of TFN fisheries activities, including the granting of licenses and permits to TFN harvesters;
- Administration of the Commercial Crab Fund to enhance commercial crab fishing capacity;
- Administration of the Commercial Fish Fund which is used to purchase licenses for fisheries such as geoduck and halibut;
- Administration of the TFN Fisheries Fund, which provides for the protection and conservation of fish and fish habitat and aquatic plants in TFN Territory; and
- Archaeology and heritage.

Objective

TFN realizes ongoing benefits while protecting resource sustainability.

Strategies	Outcome
Develop plan for Treaty Fisheries Trust. **Target** – completion of plans by end of year.	DEFERRED – No plan in place, however, investments were earned, which led to a gain of $47,732 over the year.
Expand capacity of TFN fishing and crabbing. **Target** – increase the number of commercial crab licences.	IN PROGRESS – Staff examined a number of opportunities, and submitted bids, but due to extremely high prices, no new licences were purchased. Staff check periodically on prices.
Subject to conservation measures, encourage people to exercise their rights under the Treaty for fishing and hunting and gathering. **Target** – issue a minimum of 56 fishing licences.	COMPLETE – A total of 64 Member and Spousal fishing licences were issued. Additionally, with respect to fish, TFN caught the following: *Eulachon* – 50 lbs. *Chinook* –338 pieces (quota of 625) *Sockeye* – caught full FSC quota of 15,226, and caught 98,315 in commercial fishery (334 over the quota) *Chum* –2,019 (quota 2,576) *Pink* – no allocation due to conservation
Initiate discussions with Parks Canada to develop a plan for harvesting within the Gulf Islands National Park Reserve **Target** – completion of the plan by the end of the year.	ONGOING – Staff worked with Parks Canada staff to discuss potential agreement. First draft was completed by the end of the fiscal year.

Environment

The goal of the Environment program is to protect the integrity of the lands, waters and natural resources of importance to Tsawwassen First Nation, thereby facilitating the exercise of cultural practices and treaty gathering rights. The Environment department's responsibilities include:

- Review of referrals from other governments and industry;
- Manage Impact Benefit Agreements, which provide benefits to TFN including funding, employment and contracting opportunities;
- Representation of TFN interests in environmental assessment processes undertaken by other governments; and
- Ensuring cultural and archaeological interests on Tsawwassen Lands are identified, assessed, and protected when possible.

Objective

TFN interest are protected with regard to environment and land issues.

Strategies	Outcome
Continue to respond to referrals, and participate in environmental regulatory processes	ONGOING – Staff participated in a number of referrals to protect Tsawwassen's interests from actions on Tsawwassen's Traditional Territory. TFN has provided employment for 4 field workers at the St. Mungo site archaeological site under the South Fraser Perimeter Road project.
Develop TFN Heritage Policy	INCOMPLETE – Initial work was undertaken, but was not completed by the end of the fiscal year.

Health and Social Services

The Health and Social Services Department's responsibilities include the delivery of programs and services for the overall health of the Members. The Community Health program provides necessary health services in the areas of community health, prenatal services, drug and alcohol counseling, parenting programs, immunization, communicable disease control and safe drinking water. Homemaking Services programs include:

- An Adult Care program, which assists Members with functional limitations to maintain their independence and supplements the care provided by the client's family;
- Home Care Services, which provide nursing and home care attendants to members on a needs basis; and
- An Elders' program, which provides Elders with health, social and recreational activities.

Social Services programs include:

- Income assistance provided to Members, their families, and other Status Indians living on TFN lands. The Social Assistance program covers Basic Needs, Guardian Financial Assistance, Shelter and National Child Benefit Reinvestment.
- The Social Housing program is responsible for maintaining the rental agreements with all Social Housing tenants, ensuring tenants pay their rent, developing payment plans if necessary and overseeing all maintenance issues.
- The Family Empowerment program provides:
  - Counseling services to families with a goal of reducing the number of contacts between the Ministry of Children and Families (MCFD) and TFN children, drug and alcohol prevention services, one-to-one parenting services, group activities for youth and family violence prevention services;
  - The Aboriginal Family Resources on the Go (AFROG), a mobile family services program that covers the areas of Tsawwassen, Delta and Surrey; and
  - The Family Support program which includes providing assistance to children and families who are in contact or in care of the Ministry.

The department is also responsible for the Cultural Purposes Fund. This fund is used to advance the Hun'qum'inum language, TFN history, traditions, symbols, storytelling, song, dance and to engage in other practices of Tsawwassen culture.

Objective	
Implement the Community Health Plan.	
Strategies	**Outcome**
Encourage more frequent dental care for children under 12. **Target** – Increase the number of visits per child per year to 2.	COMPLETE (TARGET MET) – Work is ongoing, and staff are continuing to encourage dental appointments. Staff noted an increase in dental appointments for young children.
Develop a comprehensive on-going drug and alcohol strategy/program. **Target** –Achieve 40 referrals to a program or service.	INCOMPLETE (ON GOING) – Partnership contacts are being made with neighbouring service providers. Internal and external work is ongoing. 14 Members have sought help from TFN programs and/or were referred to external programs.
Maintain and increase capacity of Home and Community Care program. **Target** – establish a baseline for satisfaction level based on the needs assessment.	COMPLETE (TARGET MET) – Program will be rolled into the Community Health Plan, which was not implemented. Community Health Plan needs assessment provided a baseline. The health plan will be made available in late fall 2011.
Organize a family retreat as an opportunity for parents to get information and share experiences and concerns. **Target** – successfully complete on family retreat.	INCOMPLETE (TARGET NOT MET) – Staff were unable to complete in the last year; however, staff have begun planning work with the Delta police and made plans to deliver in the next fiscal year.
Provide child development and parenting educational opportunities. **Target** – Identify the number of participants in the program to set baseline.	COMPLETE (TARGET MET)–Workshop was held, but no participants attended. New strategies were in development over the past year to increase participation. Individual sessions have been held with parents as requested.

Objective

TFN's Social Housing program meets the needs of the clients it serves.

Strategies	Objective
Provide additional training and resources to support the TFN Housing staff. **Target** – 2 training opportunities for staff (clerk and manager).	COMPLETE (TARGET NOT MET) – Training was provided for the housing clerk, but no opportunities were found for the manager.
Manage social housing program transparently and consistently. **Target** – implement new social housing regulation.	COMPLETE (TARGET MET) – Staff implement the new regulatory framework, and worked to ensure compliance with the framework.
Collect outstanding social housing rent arrears. **Target** – reduce time period for collecting arrears.	ONGOING – Staff were initially successful in collecting arrears in a timely fashion; however, this became more difficult later in the year.
Establish program for ongoing inspection and remediation of social houses. **Target** – ensure that $1,600 per house in remediation is spent.	COMPLETE (TARGET MET) – Staff developed remediation/repair list, and undertook work to repair five roofs. Additional repairs are provided on an as needed basis and within budget limitations.
Provide tenant workshops to encourage tenants to take care of minor repairs.	ONGOING – Staff developed remediation/repair program, and held a tenants workshop to discuss repair issues, as well as rent calculation models.

Objective

Maintain and revive our language and culture-ensuring that we integrate "culture" into all TFN activities.

Strategies	Outcome
Establish an inventory of cultural resources within TFN.	INCOMPLETE –However, a language and culture strategy was developed by the Standing Committee on Language and Culture for implementation in 2011-2012.
Establish a culture and training program.	ONGOING – Staff was hired for this program. Staff provided workshop specific to the Elders Conference and the Canoe Journey. Program continues to develop.

Objective

We have a vibrant active Elder's network that feels valued by the community and transfers cultural knowledge to our youth.

Strategies	Outcome
Improve Social Opportunities for Elders.Target – increase the number of annual Elders outings.	COMPLETE (TARGET MET) – Staff provided for monthly Elders outings – movie days, trips to other First Nations or areas of interest, lunch outings. Attendance at annual Elder's Conference.
Implement cultural transfer opportunities – i.e. storytelling	COMPLETE – Staff held event where Elders went into the pre-school to do some drumming and signing. Workshops are continuing to be developed.

Education and Skills Development

With respect to education programming, the Education and Skills Development Department offers the following programs:

- Programs in early childhood development;
- Programs to ensure the provision of enrolment in kindergarten to grade 12, and a number of support programs to assist those students, including a home-school coordinator;
- Funding for Members to attend post-secondary institutions in Canada;
- The Early Childhood Development Centre, a state-of-the-art facility which provides daycare, infant and toddler and preschool programs;
- The Aboriginal HeadStart program, which is designed to be integrated with existing early childhood development services such as preschool, daycare and AFROG; and
- The Youth program, which provides services to children and other members of the community such as outings and field trips, activities which encourage sportsmanship and teamwork, and access to computer equipment for educational purposes. The program also provides a resource to assist and counsel students who attend local schools.

Objective

The TFN Early Childhood Development Centre (ECD Centre) (the daycare and preschool) will be a Centre of Excellence in the Delta region.

Strategies	Outcome
Retain qualified, licensed staff who contribute to excellence of the ECD Centre.	ONGOING (TARGET NOT MET) – One more expected in the next fiscal year.
Target – Achieve accreditation as a Centre of Excellence.	Continuing to work on accreditation as a Centre of Excellence.
Provide early childhood development services in all areas for children aged birth to six years.	COMPLETE – Full range of programming is being provided, and staff explored workshop options.
Market the ECD Centre programs to attract the broader (non-TFN) community in the region. **Target** – Collect baseline information on the number of enrolled.	COMPLETE (TARGET MET) –Staff had 3 children registered in the infant and toddler program; 9 registered in the 3-5 program; and 15 in the preschool program by year end. Staff advertised through word of mouth and in local papers and businesses.

Objective	
Be proactive in educating the school district and teachers on the potential of TFN children and on TFN culture.	
Strategies	**Outcome**
Ensure the Local Education Agreement serves TFN children's needs and is upheld by both parties.	ONGOING – Updated LEA was signed in August 2010, and staff are working closely with Delta School District officials to improve awareness of TFN culture. Full evaluation will take place following school year end.

Objective	
Increase the high school graduation rate for all Members.	
Strategies	**Outcome**
Establish an Adult Graduation program. **Target** – set baseline of numbers of adults with high school equivalency.	INCOMPLETE (TARGET NOT MET) – Staff were unable to undertake substantive work in this area over the past year. Evaluation of LEA data following school year end, will yield a graduation rate.

Objective	
Promote healthy life choices for youth.	
Strategies	**Outcome**
Increase participation in the Youth Centre services. **Target** – 20% increase in drop-ins per month over the previous year.	INCOMPLETE (TARGET NOT MET) – Although the number of drop-ins has remained consistent over the past year, we have not achieved a 20% increase.
Increase the number of age specific programs.	COMPLETE – Staff have after school programs in place for school aged children from 3 to 6 pm and high school youth from 6 to 8 pm. In the summer staff implemented programs for school age children from 9 am to 5 pm and high school students 2 days per week in the evening.

Government Services

(Government Services and Policy and Intergovernmental Affairs)

At the time that the Service Plan was written, the Government Services Department was comprised of both governance and operational support, as well as policy support functions – however, prior to the beginning of the fiscal year, the department was split along the two functions, resulting in a Government Services Department, and a Policy and Intergovernmental Affairs Department. Broadly, the department is responsible for:

- Supporting the day to day operations of the TFN government, including the Legislature, Executive Council, Advisory Council, and the Chief Administrator's office;
- Developing TFN regulations, policy and procedures, in tandem with other departments;
- Managing TFN government's compliance with the legislative framework;
- Liaising with other levels of government, including participating in regional bodies such as GVRD and Translink and First Nation bodies, such as the Land Claims Agreement Coalition, First Nations Summit and AFN;
- Providing advice and support on significant TFN government, policy and legal issues;
- Assisting in providing communication functions for the TFN government to Members, other governments and the general public; and
- Liaising between the TFN government and Members to ensure Members issues are addressed in a timely manner.

Objective

Tsawwassen Government is a transparent, cost effective, and culturally aware government.

Strategies	Outcome
Continue to consult with Tsawwassen Members on key governance and treaty implementation issues through types of meetings and written materials	ONGOING – Consulted on a number of implementation issues, regulatory and policy changes, and land development proposals (industrial, commercial, and congregate care facility votes). consultations held through a number of forums (AGM, written materials, Advisory Council being the primary forums).
Continue to develop inclusive governance structures and processes that involve Member input and participation	ONGOING – Held 15 meetings of Advisory Council. Introduced new communication pieces – entitled "Council's Corner" and "Storytelling" to provide Members with input.
Ensure that governance structures and processes follow prudent and sound financial management practices	ONGOING – Staff developed a draft 10-year Financial Management Model, which was submitted to the Legislature for review. Also developed a Risk Management Framework to assist in the evaluation of economic development proposals.
Integrate cultural practices, protocols, language and spirit in to governance structures and processes	ONGOING –Consulted with Elders and cultural experts for hosting information sessions for other nations. Met with Standing Committee on Language and Culture to seek input on protocols for a Tsawwassen Public Service Affirmation Ceremony. Conducted opening and closing Legislative sessions at the Longhouse.

Objective

Tsawwassen Government provides exemplary service to Members and other clients.

Strategies	Outcome
Establish and deliver a customer (Member/client) service program for staff development	COMPLETE – Delivered an office proficiency training program for staff to help improve service delivery.

Legal Services

The Legal Services Department has been established as a separate department and has the following responsibilities:

- Provide comprehensive legal services to the TFN Government, including managing the complaints resolution process;
- Manage logistical operations of, and liaise with the Judicial Council, TFN prosecutors and TFN Government;
- Participate in the external court processes involving TFN; and
- Assist with the enforcement of TFN laws and regulations.

Objective	
Provide comprehensive legal services to TFN Government and Members (where possible).	
Strategies	**Outcome**
Ensure prompt and diligent delivery of legal services to Government.	ONGOING – Manage and be responsible for various ongoing legal files. Key files over the year had staff engaged in and participate in the Cohen Salmon Commission, as well as the Swenson case litigation negotiation and settlement of the Brunswick Point file. Assist other TFN departments with legal matters arising.
Manage complaints resolution process to demonstrate that service quality and administrative fairness are a high priority for TFN Government.	COMPLETE – Process design is complete, and an arbitration position was filled to handle specific complaints from Managers relating to employment decisions made by the chief administrative officer.
Ensure appropriate facilitation of Judicial Council and TFN prosecutor operations.	COMPLETE – Judicial Council is operational, manuals have been completed, and a pamphlet was created to assist Members to navigate the process. ONGOING – continue to facilitate work of Judicial Council and Office of the Prosecutor.

Finance and Administration

The Finance Department has been established as a separate department and has the following responsibilities:

- Develop the annual and 3-year budget in connection with other departments and the Finance and Audit Committee (FAC);
- Annual audit of TFN financial statements;
- Accounts payable and payroll;
- Contract administration;
- Collection of revenues;
- Tax administration; and
- Maintenance and enforcement of *Financial Administration Act* and regulations, financial policy, and procedures.

The Administration component is responsible for:

- Ensuring TFN's staff are supported with technology, meeting and office space, reception support, and other office requirements necessary for an efficient administration.

Objective

TFN's financial management is sound and transparent.

Strategies	Outcome
Accurate annual financial statement	COMPLETE – The 2010-2011 Financial Statements were completed as per the required accounting practices, and by the timelines prescribed set out in the *Financial Administration Act* (Tsawwassen).
Providing management and the FAC with accurate financial statements 30 days after the close of each month.	COMPLETE – All financial statements were provided, and were compliant with the *Financial Administration Act* (Tsawwassen).
Providing management, FAC and Executive Council with accurate financial statements 30 days after the close of each quarter for approval.	COMPLETE – All financial statements were provided, and were compliant with the *Financial Administration Act* (Tsawwassen).
Continue to improve financial management practices.	ONGOING – Director of Finance continued to work with Managers, and Auditors to improve Financial Management practices.

Objective

TFN will develop and implement a comprehensive Human Resources Strategy, including plan for annual staff reviews.

Strategies	Outcome
Succession plan for TFN leadership and staff.	INCOMPLETE – Work has been ongoing in the area, and an HR management position was planned for hire in 2011-2012.
Identify training needs and develop and implement a training plan.	INCOMPLETE – Work has been ongoing in the area, but will wait until HR position is in place.

Objective

TFN is an efficient and supportive Administration office.

Strategies	Outcome
Review and modify Administration staff job descriptions.	ONGOING – Work is ongoing to ensure that Tsawwassen Government is appropriately staffed.
Regular review and maintenance of all office equipment and amenities to ensure TFN staff are able to perform their jobs effectively and efficiently.	ONGOING – Staff developed a schedule for office computer replacement to ensure equipment is appropriate.
Develop and implement TFN's Operational Manual.	COMPLETE – Draft Operations Manual is complete, and was prepared for roll out in the next fiscal year.

TFN Audit Information for the Year Ended March 31, 2011

Operational Budgets

Each year the Tsawwassen Legislature provides each of the individual departments of the Government with the authority to spend resources on approved programs and services. It is important that these resources are well-managed, and that the delivery of programs and services does not exceed the approved expenditure amounts. Over the 2010-2011 fiscal year, Tsawwassen staff were successful in managing the delivery of programs and services within their approved budgets, and there was a small operating surplus, which was carried forward into the 2011-2012 fiscal year.

Capital Budgets

There were also a number of significant capital projects that were under construction over the 2010-2011 fiscal year, which added to our capital asset base and provided much needed infrastructure. Each of these projects proceeded on schedule, and within budget. The projects include the Industrial Lands Infrastructure project, which included the construction of roads and the water main, which now connects TFN to the Metro Vancouver Water District. The construction of the water main was completed, while the overall project was approximately 75% complete by March 31, 2011. This project was funded in equal 1/3 shares by TFN, the Government of Canada, and the Government of British Columbia under Canada's Economic Action Plan. Tsawwassen also completed the portion of the construction of a sewer main that is on Tsawwassen Lands, which was funded with a contribution from Canada's Economic Action Plan.

Note: The tables on the following pages show the consolidated statement of financial activity and the consolidated schedule of capital assets, both of which are taken from the 2010-2011 audit. Taken together, these tables show a complete picture of Tsawwassen operational expenditures, activities relating to Tsawwassen's capital asset base, and activity relating to various Treaty Funds. Full copies of the audit are available upon request.

Deloitte.

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Independent Auditor's Report

To the Executive Council of the Tsawwassen Government

We have audited the accompanying consolidated financial statements of Tsawwassen Government, which comprise the consolidated statement of financial position as at March 31, 2011, and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Tsawwassen Government as at March 31, 2011, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP

Chartered Accountants
Vancouver, British Columbia
July 26, 2011

Consolidated schedule of segment disclosure year ended March 31, 2011

Page 22 of the Consolidated Annual Financial Statements of Tsawwassen Government for the year end March 31, 2011

	General Fund	Tsawwassen Settlement Trust Fund	Tangible Capital Assets Reserve	Local Revenue Fund	Economic Development Fund	Cultural Purposes Fund	Commercial Fish Fund	Commercial Crab Fund	Reconciliation Fund	Implement-ation Fund	Eliminations on Consolidation	2011 Consolidated
	$	$	$	$	$	$	$	$	$	$	$	$
Revenues												
Implementation	-	-	-	-	-	-	-	-	-	5,023,198	-	5,023,198
Canada's Economic Action Plan	4,690,041	-	-	-	-	-	-	-	-	-	-	4,690,041
Indian and Northern Affairs Canada -												
Block	3,100,065	-	-	-	-	-	-	-	-	-	-	3,100,065
Contributions	180,726	-	-	-	-	-	-	-	-	-	-	180,726
Other	1,485,677	-	250,565	-	-	-	-	-	-	-	-	1,736,242
Interest income	684,421	-	3,769	-	306	-	-	-	1,946	7,302	-	697,744
Share of business enterprise income (Note 8)	684,204	-	-	-	-	-	-	-	-	-	-	684,204
Property taxes	-	-	-	680,623	-	-	-	-	-	-	-	680,623
Economic Development	612,141	-	-	-	-	-	-	-	-	-	-	612,141
Permit and registry fees	607,632	-	-	-	-	-	-	-	-	-	-	607,632
Province of British Columbia	367,457	-	-	-	-	-	-	-	-	-	-	367,457
Interest income on Final Agreement receivable	-	322,198	-	-	-	-	-	-	-	-	-	322,198
Lease and rental	295,011	-	-	-	-	-	-	-	-	-	-	295,011
Housing program	147,373	-	-	-	-	-	-	-	-	-	-	147,373
First Nations Employment Society	106,313	-	-	-	-	-	-	-	-	-	-	106,313
Utilities	70,183	-	-	-	-	-	-	-	-	-	-	70,183
	13,031,244	**322,198**	**254,334**	**680,623**	**306**	**-**	**-**	**-**	**1,946**	**5,030,500**	**-**	**19,321,151**
Expenses (Note 17)												
Lands and municipal	2,795,932	-	-	-	-	-	-	-	-	13,738	-	2,809,670
Administration	874,129	-	-	-	-	41,500	-	-	-	1,576,397	-	2,492,026
Amortization	1,274,986	-	-	-	-	-	-	-	-	-	-	1,274,986
Community services -												
Education	566,048	-	-	-	-	-	-	-	-	506,717	-	1,072,765
Social development	424,118	-	-	-	-	135,500	-	-	-	25,778	-	585,396
Health	306,039	-	-	-	-	-	-	-	-	-	-	306,039
Economic development	726,954	-	-	-	-	-	-	-	-	-	-	726,954
Taxation	-	-	-	680,623	-	-	-	-	-	-	-	680,623
Distribution	-	273,280	-	-	-	-	-	-	-	-	-	273,280
Housing program	157,678	-	-	-	-	-	-	-	-	-	-	157,678
Interest on final agreement debt payable	-	140,600	-	-	-	-	-	-	-	-	-	140,600
	7,125,884	**413,880**	**-**	**680,623**	**-**	**177,000**	**-**	**-**	**-**	**2,122,630**	**-**	**10,520,017**
Excess of revenues over expenses	5,905,360	(91,682)	254,334	-	306	(177,000)	-	-	1,946	2,907,870	-	8,801,134
Transfer of funds to Treaty Settlement	-	(4,401,047)	-	-	-	-	-	-	-	-	-	(4,401,047)
Transfer of funds to Treaty Fisheries Stewardship	-	-	-	-	-	-	(1,116,776)	-	-	-	-	(1,116,776)
Interfund transfer	99,884	-	-	-	(99,884)	-	-	-	-	-	-	-
Accumulated surplus, beginning of year	(2,037,092)	12,157,033	287,140,438	-	539,686	1,277,582	2,213,499	479,766	228,512	3,888,679	-	305,888,103
Accumulated surplus, end of year	**3,968,152**	**7,664,304**	**287,394,772**	**-**	**440,108**	**1,100,582**	**1,096,723**	**479,766**	**230,458**	**6,796,549**	**-**	**309,171,414**

Consolidated schedule of tangible capital assets year ended March 31, 2011

Page21 of Consolidated Annual Financial Statements of Tsawwassen Government for the year end March 31, 2011

	Land	Water and Sewer System	Buildings	Housing Projects	Furniture and Equipment	Vehicles and Boat	Playground	Roads and Dykes	Capital Infrastructure	Capital Subdivision Under Construction	Total
	$	$	$	$	$	$	$	$	$	$	$
Cost											
Opening balance	249,447,460	12,619,344	5,876,748	1,098,788	153,230	219,746	95,180	16,281,964	1,356,230	1,950,811	289,099,501
Additions	-	2,635,878	-	-	6,678	-	-	-	6,318,856	145,772	9,107,184
Disposals	-	-	-	(22,641)	-	-	-	-	-	-	(22,641)
	249,447,460	**15,255,222**	**5,876,748**	**1,076,147**	**159,908**	**219,746**	**95,180**	**16,281,964**	**7,675,086**	**2,096,583**	**298,184,044**
Accumulated amortization											
Opening balance	-	421,387	288,041	103,601	92,212	63,201	12,955	469,400	-	-	1,450,797
Additions	-	421,386	309,812	116,824	37,463	33,134	12,955	467,132	-	-	1,398,706
Disposals	-	-	-	-	-	-	-	-	-	-	-
	-	842,773	597,853	220,425	129,675	96,335	25,910	936,532	-	-	2,849,503
Net book value, March 31, 2011	**249,447,460**	**14,412,449**	**5,278,895**	**855,722**	**30,233**	**123,411**	**69,270**	**15,345,432**	**7,675,086**	**2,096,583**	**295,334,541**
Cost											
Contributed (Note 2)	249,202,960	12,551,037	5,876,748	1,098,788	76,399	89,746	95,180	16,281,964	-	1,623,516	286,896,338
Additions	244,500	68,307	-	-	76,831	130,000	-	-	1,356,230	327,295	2,203,163
Disposals	-	-	-	-	-	-	-	-	-	-	-
	249,447,460	**12,619,344**	**5,876,748**	**1,098,788**	**153,230**	**219,746**	**95,180**	**16,281,964**	**1,356,230**	**1,950,811**	**289,099,501**
Accumulated amortization											
Additions	-	421,387	288,041	103,601	92,212	63,201	12,955	469,400	-	-	1,450,797
Disposals	-	-	-	-	-	-	-	-	-	-	-
	-	421,387	288,041	103,601	92,212	63,201	12,955	469,400	-	-	1,450,797
Net book value, March 31, 2010	**249,447,460**	**12,197,957**	**5,588,707**	**995,187**	**61,018**	**156,545**	**82,225**	**15,812,564**	**1,356,230**	**1,950,811**	**287,648,704**

Staff Directory

NAME	TITLE	PHONE	EMAIL
Tsawwassen First Nation Chief, Executive Council, and Legislature			
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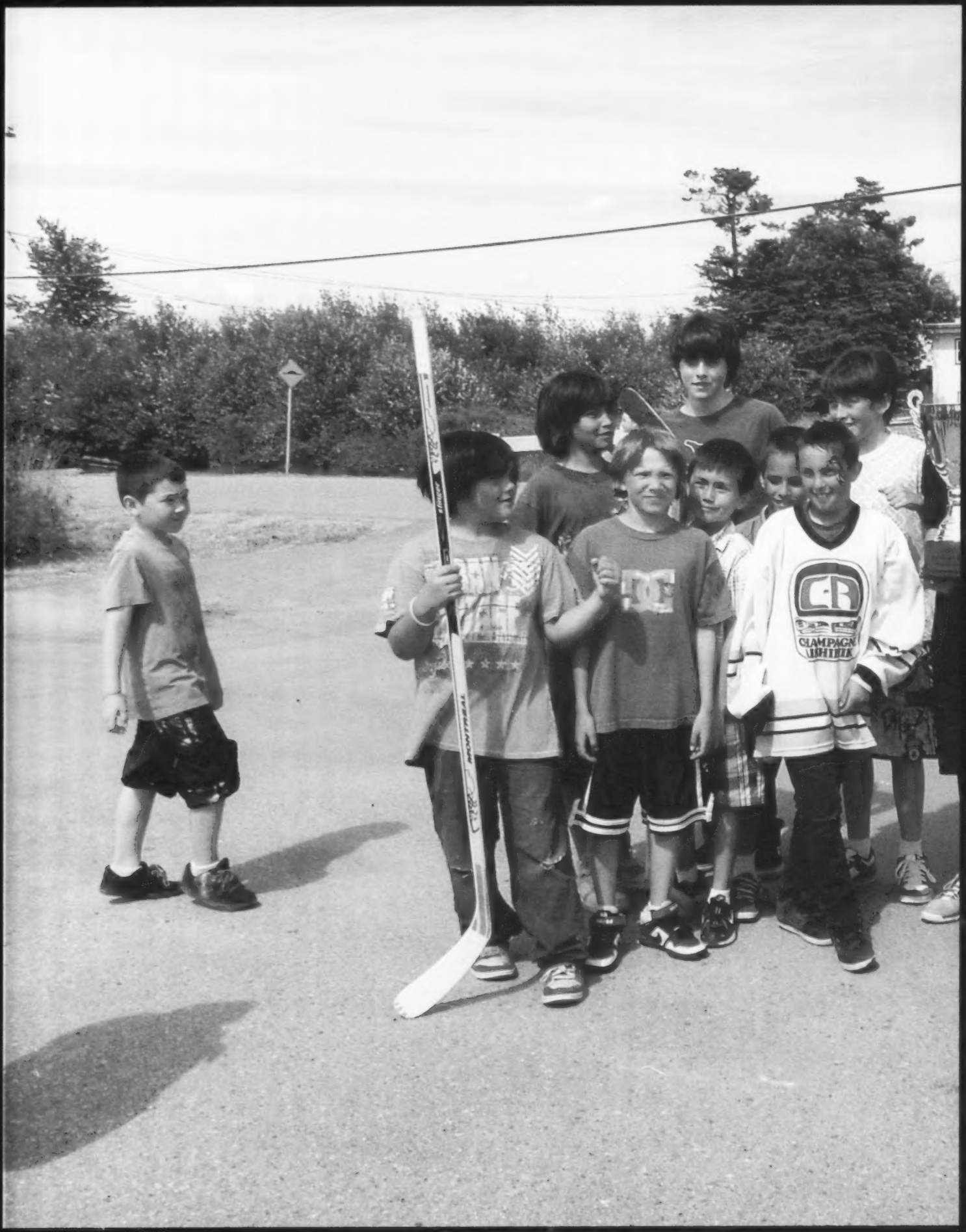

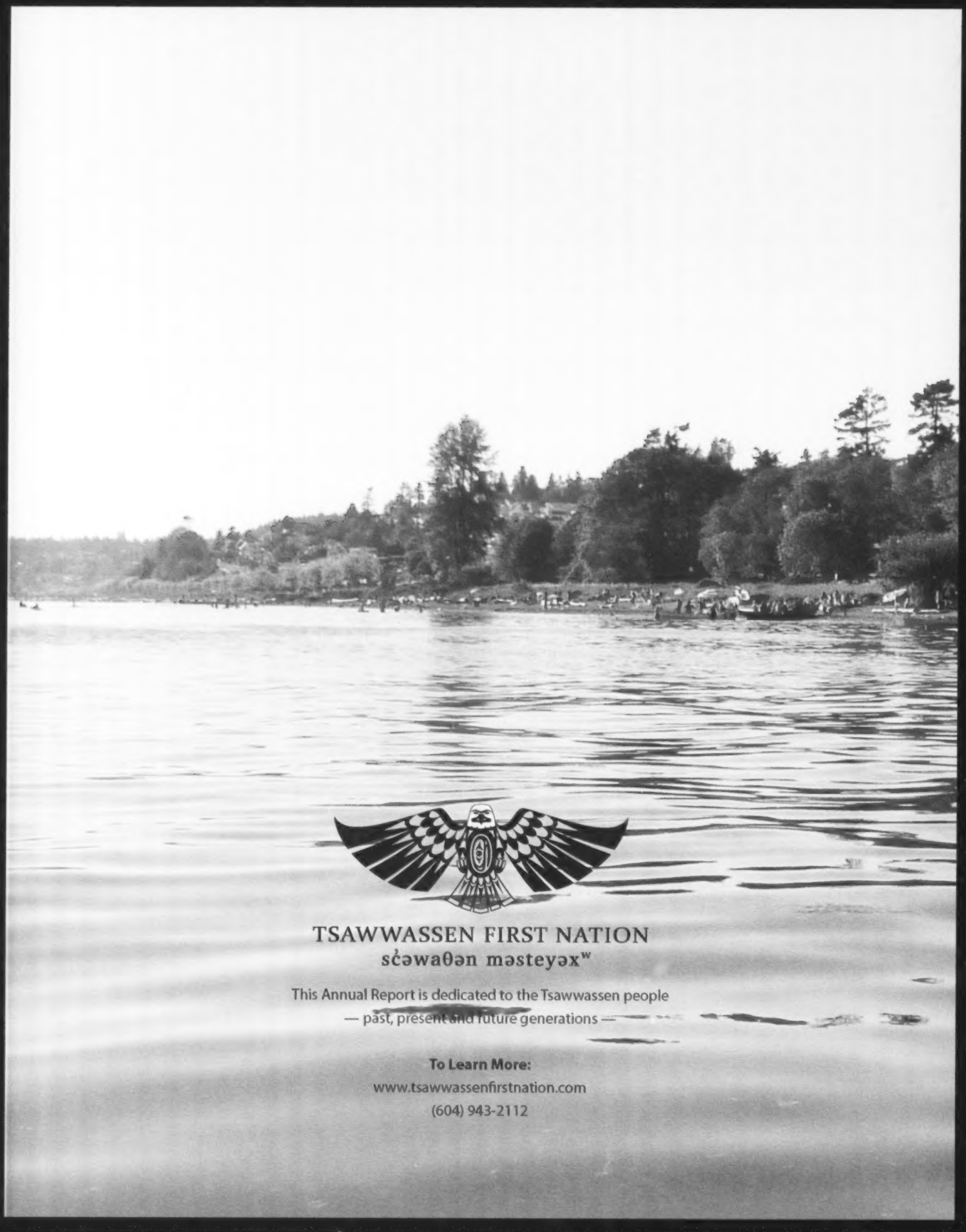

TSAWWASSEN FIRST NATION

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This Annual Report is dedicated to the Tsawwassen people
— past, present and future generations —

To Learn More:

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